Public Service Commissioner

ANNUAL REPORT **1986**

Alberta

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Alberta
PERSONNEL ADMINISTRATION

Office of the Minister

420 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-3664

Honourable Dr. David Carter
Speaker of the Legislative Assembly
325 Legislature Building

Dear Sir:

I have the honour to submit to you the Annual Report of the Personnel Administration Office for the year ending December 31, 1986.

Yours truly,

DR. IAN C. REID
Minister Responsible for
Personnel Administration

Alberta

PERSONNEL
ADMINISTRATION OFFICE

Office of the Public Service Commissioner

7th Floor, Kensington Place, 10011 - 109 Street, Edmonton, Alberta, Canada T5J 3S8 403/427-8116

The Honourable Dr. Ian C. Reid
Minister Responsible for
Personnel Administration
Room 420, Legislature Building
EDMONTON, Alberta

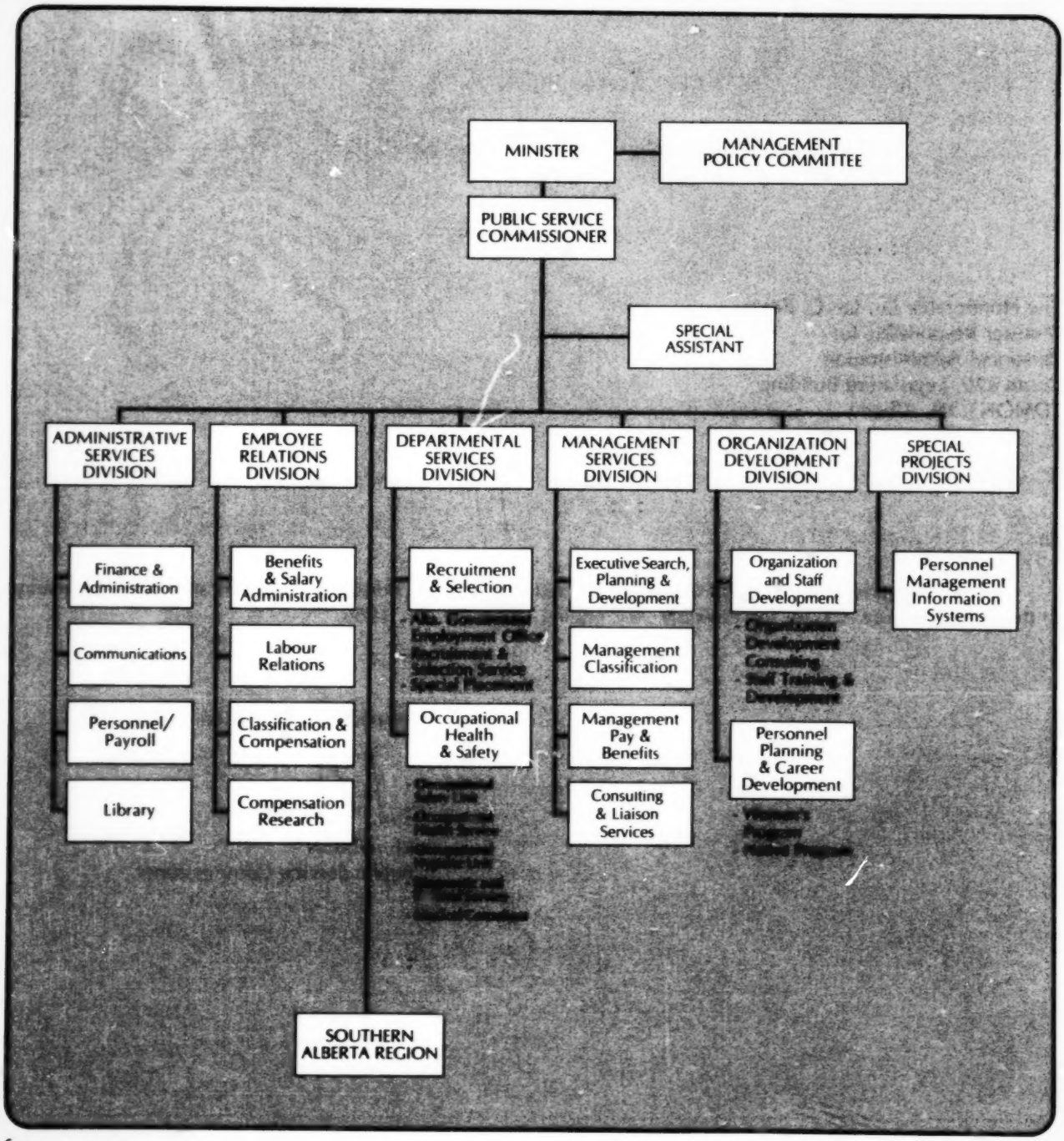
Sir:

I have the privilege to present to you the Annual Report of the Personnel Administration Office pursuant to the Public Service Act, for the calendar year ending December 31, 1986.

Respectfully submitted,

J.E. DIXON
Public Service Commissioner

Personnel Administration Office
Functional Organization
December 31, 1986



Personnel Administration Office
Functional Statements

Public Service Commissioner

Provides advice to the Minister and government on personnel policy and legislation, and develops and administers systems to implement policies and practices. Advises and informs the Minister on all aspects of personnel administration. Manages a comprehensive personnel program which is implemented through divisions of the Personnel Administration Office. Provides advice and assistance to departmental officials on personnel matters.

Employee Relations Division

Responsible for the negotiation and administration of collective agreements, the development and administration of benefit programs, the research of compensation trends, and the administration of the bargaining unit and excluded and opted out position classification system.

Management Services Division

Responsible for the recruitment and selection of senior managers, and for recommending and developing the terms and conditions under which they are employed. The division is also responsible for developing plans to meet the long-term requirements for managerial personnel.

Departmental Services Division

Responsible for staffing activities in the Alberta Public Service. Administers an Occupational Health and Safety Program for all government employees and a program to assist disabled citizens of Alberta in obtaining meaningful employment in the public service.

Organization Development Division

Provides consulting services to assist departments in achieving effective development and utilization of their staff consistent with the needs of the Alberta Public Service and the employees. This includes assisting departments to identify needs, designing and conducting developmental programs and coordinating the use of outside training institutions. Responsible for coordinating employee performance appraisal, workforce planning (non-managerial) and career assignment programs. Responsible for the Personnel Planning and Career Development Program for Women and Native people.

Special Projects Division

Responsible for assigned projects which usually arise from programs which cross divisional lines or from new programs which will eventually pass to another division to administer. Provides consultative advice to the Public Service Commissioner and all divisions on electronic data processing (including office automation) and legislation.

Southern Alberta Regional Office

Develops and provides personnel administration services in the Southern Alberta Region as representative of all divisions of the Personnel Administration Office. The regional office is located in Calgary.

Administrative Services Division

Provides personnel, financial, library, communications and general administration services to the Public Service Commissioner and all divisions of the Personnel Administration Office.

Employee Relations Division

In 1986 the Master Agreement was settled at the bargaining table to be effective for a two year period April 1, 1986 to March 31, 1988. Nine of the twelve Subsidiary Agreements were also resolved by negotiations resulting in increases of $62 per month for all employees in all classes. The three remaining Subsidiary Agreements are scheduled for arbitration early in 1987.

Labour Relations

Collective Bargaining

Collective bargaining with the Alberta Union of Provincial Employees concerning the Master and twelve Subsidiary Agreements commenced in January 1986. The Master and nine Subsidiary Agreements were resolved through negotiations for a two year term and were implemented following ratification by both parties. An application was heard and approved by the Public Service Employee Relations Board in December for the remaining three Subsidiary Agreements to be referred to arbitration sometime in the new year.

Significant changes to the Master Agreement include: improved job security for permanent employees; revisions to facilitate the administration of certain benefits for wage employees; a more appropriate application of a modified Correctional Institution Salary Allowance; a reduction in call-back pay for work related telephone calls at home; the exclusion of reprimand grievances from adjudication; and, the establishment of a joint committee to review all benefit plans within present financial parameters.

The nine settled Subsidiary Agreements were renewed without substantial changes except for a $62 per month pay increase for all classifications effective April 1, 1986, with provision for a salary schedule re-opener in the second year (April 1, 1987 - March 31, 1988).

The Labour Relations section also provides negotiation services to the Alberta Research Council, the Alberta Alcohol and Drug Abuse Commission, and the Alberta Mortgage and Housing Corporation. Three collective agreements were successfully concluded with the Alberta Union of Provincial Employees for two year terms with results similar to those achieved for the Master and Subsidiary Agreements, including the $62 per month pay increase in the first year and a wage re-opener for the second year.

Grievances

During the course of 1986 there were 312 grievances filed at various stages of the grievance procedure. With a 140 case backlog of unresolved grievances from previous years the combined total of grievances to be processed in 1986 was 452, approximately the same number as in 1985.

Three hundred and fifty-eight grievances were resolved at various stages of the grievance process. At year-end there were five cases scheduled for hearing in 1987, with another 33 waiting to be scheduled. The total number of unresolved grievances at year-end was 38, a significant drop from 106, the corresponding figure for 1985.

During the year a total of 56 cases were scheduled for hearing before the Public Service Grievance Boards. The parties adjourned 11 cases and the remaining 45 went to adjudication. Of these 45 cases, three were adjourned by the boards, 31 awards were issued, and 11 decisions are pending. Of the 31 awards, 12 grievances were denied, 11 were allowed and eight decisions fell into the category of "other" – decisions dealing exclusively with preliminary or jurisdictional issues as opposed to the merits of the case, or where the decision of the board could not be viewed as being clearly in favour of either party.

Consulting Services

Responding to requests for advice and assistance in matters relating to labour relations continued to be a main function of the Consulting Services Branch in fulfilling its responsibility of being the primary contact with departments in labour relations matters. The branch also provides support and expertise to the other branches of the Labour Relations Section by assisting in collective bargaining, adjudications and training.

In 1986 the branch monitored and recorded contract interpretation requests and developed a comprehensive interpretations manual for the Master and Subsidiary Agreements. This process also enabled the branch to identify issues and priorities for collective bargaining. The branch maintained its activity with the personnel community by offering quarterly seminars on labour relations. The function of the seminars was changed from information sharing to interactive panel presentations on major issues such as non-culpable dismissal, position abolishment and collective agreement interpretations.

The branch, in fulfillment of its mandate to assist departments in resolving labour relations problems, increased its

activity with the Alberta Union of Provincial Employees in attempts to resolve contentious issues prior to the issue being formalized as a grievance.

Training

The Training Branch is responsible for the development and delivery of employee relations programs for personnel practitioners and line managers. Labour Relations Consultants from the section are involved in all aspects of training to ensure the programs are consistent with the labour relations practices of the Alberta Public Service.

During 1986, the branch developed two new programs; an Advanced Employee Relations course for personnel practitioners on absenteeism and non-culpable dismissal, and a course on Understanding the Collective Agreement for supervisors and managers. Assistance was also provided to the Organization Development Division in piloting several programs developed in 1985. Regularly scheduled programs presented in 1986 included: Introductory Employee Relations, Managing the Unsatisfactory Performer, Management Development (Employee Relations Unit), Understanding the Collective Agreement, Taking Disciplinary Action, Orientation for Managers, and Orientation to the Personnel Administration Office. These programs are advertised through the Organization Development Division Calendar of Services and accounted for approximately 45 days of training.

In addition to the regularly scheduled programs, special offerings were delivered to departments on a request-for-service basis. These programs were tailored to the particular needs of the requesting department and involved departmental personnel staff in the design and delivery of the programs. The specialty training accounted for over 24 days of training and represented 16 different requests from 11 different departments.

Compensation Research

With the commencement of collective bargaining in early 1986, the primary role of the Compensation Research Section continued to focus on providing ongoing research support to the bargaining process. The section provided economic assessments, external comparative employee benefits, and working conditions data for use in the negotiation of the Master Agreement. In addition, the section's staff provided research and bargaining support to all twelve Subsidiary negotiations. Late in 1986, the section commenced researching, developing and writing the economic-compensation portion of the employer's arbitration brief and prepared for arbitration hearings scheduled for 1987 with respect to bargaining Subsidiaries 6, 8 and 10.

Pay recommendations for the Opted Out and Excluded groups of employees were also developed and a $62 per month increase for these groups was also approved and implemented along with bargaining unit adjustments in December 1986.

With regard to survey activities, an update of market information for selected benchmarks was completed in early 1986. Some aspects of the survey methodology were reviewed and subsequently revised in mid-1986. Minor systems enhancements were also made to provide the necessary support for a similar survey to be conducted in early 1987.

The section continued its role in supervising the ongoing development of the Negotiations Costing System and after a series of user tests, the salary portion of the system became operational in early 1986. In addition, a micro-computer Costing System was designed as a complementary and back-up facility.

Day to day service responsibilities carried out during the year included participating in the wide variety of compensation surveys conducted by other employers and consulting firms, providing advice and recommendations to Departments and various Crown boards and agencies with compensation related matters.

Benefits and Salary Administration

Group Life Insurance Plans

These plans provide basic group life insurance coverage for insured employees up to certain established maximums, including 24-hour-a-day accidental death and dismemberment insurance (A.D. & D.). The employer and employee share the premium costs. Optional employee-paid dependents' life insurance coverage, providing benefits to an employee in the event of the death of a spouse or dependent child, is also available. Insured managers and other excluded employees may also purchase optional life insurance with the total premium paid by the participating employee. Retiring employees who begin to receive their public service pension are provided with $3,000 paid-up life insurance coverage.

Employee Relations Division

The group life insurance plan for bargaining unit employees paid basic life insurance benefits to the beneficiaries of 52 deceased employees during the policy year ending March 31, 1986. The average claim paid was $54,885. In addition, six claims were paid under the A.D. & D. coverage averaging $45,334 per claim. Under dependents' life insurance, 25 claims were paid amounting to $104,000. A total of 273 retiring employees each received the $3,000 paid-up life insurance coverage while benefits were paid due to the deaths of 68 retirees.

The group life insurance plan for management and other excluded employees paid 12 claims averaging $98,000 per claim, none of which pertained to accidental deaths. The optional life insurance part of the plan paid benefits to two beneficiaries totalling $122,000. A total of 70 retiring employees received the $3,000 paid-up life insurance coverage while benefits were paid due to the death of 15 retirees. There were nine dependent death claims which paid out a total of $39,000.

Travel - Occupational Accidental Insurance Plan

This insurance covers employees who are not covered under the Group Life Accidental Death and Dismemberment Insurance Plan. The plan provides benefits for death or dismemberment in the event accidents occur while employees are performing their duties or travelling on authorized government business. The amount of insurance benefit is equal to four times the insured employee's salary to a maximum of $100,000. During the year the policy paid one benefit claim of $27,500 due to an accidental dismemberment and one claim of $94,000 due to accidental death.

Long Term Disability Plan

This is an income replacement plan for employees who become unable to work because of long term illness. Eligible employees are entitled to a benefit of 70% of salary up to a specified maximum. Before benefits can be obtained, approval is required by an independent third party claims adjudicator. Contributions to the plan are shared on a 50/50 basis by bargaining unit employees and the employer.

At the end of the 1985/86 period there were 655 employees receiving benefits from the plan. During 1985/86, 294 claims were approved, while 35 were declined. Of the 301 employees who went off the plan during the year, 143 returned to their own or similar work, 40 returned to gainful or rehabilitation employment, 43 reached age 65 years, 16 retired early, 30 resigned and 29 died.

Dental Program

The program consists of two plans, one providing coverage for bargaining unit employees and the other for management and other excluded employees. Both plans are funded by the employer. Coverage under the plans begins after an employee has served one year of continuous service. In each case employees are reimbursed a portion of eligible dental expenses that they and their dependents incur up to certain specific maximums. Additional optional coverage, which increases the portion of dental expenses reimbursed and removes the maximum reimbursement level, is available to management and excluded employees at their own expense.

For the calendar year ending December 31, 1986, the bargaining unit plan paid out $5,991,118.88 in claims, while $2,336,601.80 was paid on behalf of employees in the management and excluded plan, including the optional dental coverage.

Extended Medical Benefits Plan

Extended medical benefits is a voluntary plan for employees and early retirees. The monthly premiums are shared equally by the employer and employee. Eighty per cent of the cost of prescription drugs is reimbursed by the plan after a $15.00 annual deductible is satisfied. Most insurable medical expenses which are not covered by the Alberta Health Care Insurance Plan are also covered.

The total claims paid during the benefit year ending June 30, 1986 amounted to $4,315,514. Effective December 1, 1986 the premium rates were increased as a consequence of increases in claims and medical costs.

Classification and Compensation

The Classification and Compensation Section is responsible for providing consultation and guidance to departments in their application of decentralized classification authority. In addition, the section develops and maintains an effective Review and Reporting System to assess the impact of decentralized classification authority on the non-management classification plans and conducts series reviews as required.

Consultation

The classification analysts continued to provide advice and service to a portfolio of government departments. Consultation included advice on class usage, recommendations on complex allocations, identification of position comparators, assistance in preparation of briefs for classification appeals, response to needs for new or revised class specifications, identification of training needs and assistance with allocation work in special circumstances.

Training

Training in classification was provided through four scheduled courses to 30 line managers and 50 personnel administrators to assist departments in carrying out their responsibilities for decentralized classification. The section also responded to departmental requests for other classification training needs. A one-day classification refresher course was developed and presented to 22 line managers in one department and two one-half day job description writing courses were presented to 40 managers and supervisors in another department.

Appeals

The Classification Appeal Board for bargaining unit and opted out and excluded employees registered 46 appeals in 1986, including eight carried over from 1985. Eighteen appeals did not proceed to a hearing because seven were assessed as invalid by the Board, seven were withdrawn by the employee, two were granted by the department and subsequently withdrawn, and two were abandoned. Of the thirteen appeals that were heard, two were granted by the Board, three denied and decisions are outstanding on the remaining eight. There are fifteen appeals to be carried over to 1987.

Review and Reporting

The cyclical audit program, the fourth component of the Review and Reporting System, was implemented in 1986. The objective of the program is to provide information on cross government equity of classification decisions in multi-user classes. This is the first year of a three year cycle in which selected positions in multi-user classes will be audited. The classes identified for audit have service-wide impact and are used by a majority of government departments.

The classes and number of positions audited in 1986 were: Clerical - 363 positions, Word Processing Operator - 245 positions and Clerk Typist - 369 positions. The results will be analyzed and reported back to departments in early 1987.

The 1985 Annual Report on Decentralized Classification Activity for non-management positions was completed and reviewed with departments in early 1986. With the exception of an increase in initial classifications and upward reclassifications between non-growth classes, overall, classification activity remained stable over 1985 as compared to 1984 and no significant problems were encountered. The process of reporting to departments was changed in 1986, based in part on departmental input. The quarterly report was eliminated, replaced by a semi-annual report.

Class Series Reviews

There was a significant increase in the level of class series review activity during 1986. Ninety class specifications were reviewed and found to be current. Internal series reviews and analysis of the reviews were completed on eight other class series. Revised specifications for five of these class series have been drafted and are being reviewed with departments.

A new job description form and guidelines for completion, piloted in three departments in 1985, was implemented for all departments in 1986. Training on the use of the form is included in the classification courses.

Classification expertise and support were also provided to the labour relations negotiators in collective bargaining.

Management Services Division

The division continued to provide professional personnel advice and services to program departments in 1986 covering the areas of executive search, management classification and compensation, organization design and management personnel planning and development. Major program accomplishments during the year included developing and implementing a restructured management compensation plan and assisting in the conduct of a classification review of all personnel management positions in the public service.

The division continued its involvement in monitoring and coordinating personnel community activities. An increased number of secondments were coordinated both interdepartmentally as well as between the Personnel Administration Office and a number of departments. The highly successful Personnel Administration Training Program was continued with four candidates selected for the 1986/87 program. All 1985/86 participants were placed following successful completion of the program.

Consulting and Liaison Services

The Consulting and Liaison Services section is responsible for providing advice and assistance to departments in managing restraint measures, the Code of Conduct and Ethics, management staff relations and discipline. In 1986, contact with departments increased significantly in these areas.

In addition, this section was given responsibility to coordinate major multi-disciplinary projects for the division and to provide a professional advisory service to departments on matters relating to organizational design. During 1986, the section responded to a number of requests from departments for assistance in organizational design with generally favourable results.

Executive Search, Planning and Development

The Executive Search, Planning and Development section is responsible for providing a recruitment service to departments in staffing senior management positions. The section also provides support to departments in applying the management performance appraisal system and consulting on management personnel planning initiatives.

The staffing activity in the section declined slightly from 22 competitions in 1985 to 21 in 1986, eight of which were still in progress at year end.

Sixty-seven per cent of these competitions were advertised as open to all interested candidates, 19% were limited to government employees only and 14% were limited to departmental employees only.

Fourteen of these positions were at the Executive Manager I level and two were at the Executive Manager II level. In addition, assistance was provided in the staffing of four Senior Official positions. Of the 13 positions staffed at year end, nine, or 69% were filled by internal candidates.

Positions exempted from the competition process totalled 29. Thirteen positions were filled by lateral transfers, and nine represented promotional opportunities. The remaining seven exemptions included a demotion, a temporary replacement, two temporary promotions, one transfer to a permanent position and a new commencement. One exemption request was still outstanding at year end.

In cooperation with the Government of Canada and the Organization Development Division this section coordinated Alberta's involvement in the Western Career Assignment Program. The program is designed to identify, assess and develop high potential middle managers for more senior level responsibilities. This also includes an education phase and assignment to identified positions that will provide the manager with exposure to those areas requiring development.

The section also handled the nomination phase of Alberta's participation in the National Defence College program for senior executives. The section was also active in finalizing arrangements for Interchange Canada assignments, as well as working with a number of departments on developmental assignment opportunities.

The Personnel Administration Training Program was offered again in 1986. Four candidates were selected for this year's program, which commenced in July and will be completed in April, 1987.

Management Pay and Benefits

This section is responsible for all aspects of management pay, benefits, foreign service employment and contract employment, including the interpretation, maintenance and amendment of applicable regulations and guidelines.

Changes to the structure of the Management Pay Plan were approved by Cabinet. The main intent of these changes was to consolidate and simplify the plan. The management titles of Senior Officer I & II and Executive Officer I & II and sub-levels have been replaced by Manager I, II & III, Senior Manager I, II & III and Executive Manager I & II respectively. At the Senior Manager and Executive Manager levels, salary ranges have been consolidated to reflect one range for all occupational categories. In the Manager level, there are now three separate ranges. In implementing the new structure, Cabinet also approved a pay adjustment of $62 per month effective June 1, 1986 for the management group.

During the year, a number of reviews were undertaken in relation to the inclusion of Crown board and agency managerial positions in the Public Service Management Pension Plan.

Management Classification

The Management Classification section is responsible for the classification allocation of all management positions within government as well as the overall administration of the management classification plan.

In 1986, a total of 1,116 classification requests were reviewed and processed. Major classification activity occurred in the departments of Social Services, Agriculture, Culture, Transportation, Technology, Research and Telecommunications, and the Solicitor General. Of the 13 classification appeals submitted to the Senior Officer Management Classification Appeal Board in 1986, eight were denied by the Board, one was granted and one was withdrawn. Three appeals were carried forward to 1987. This year also witnessed a reactivation of the Executive Officer Appeal Board, which is composed of Deputy Ministers and which hears appeals to the Executive Manager I and II levels. During the year, this Board heard and denied four appeals. Of the two management appeals carried over from 1985, one was denied and one was granted.

The section continued to emphasize its positive relationship with the personnel community through a number of cooperative efforts including exploratory discussions with departments regarding further delegation of management classification decisions and the development of classification guidelines for positions managing the Electronic Data Processing (EDP) function across government. In addition, a review of management personnel positions across government was conducted with the assistance of a private consulting firm. Recommendations and changes as a result of the consultant's final report are expected early in 1987. Training in the management classification process continues to be offered to members of the personnel community on a regular basis.

Departmental Services Division

The Occupational Health and Safety Branch worked with departments in 1986 to evaluate their occupational health and safety programs, and concluded that effective occupational health and safety programs were in place throughout the government.

The Recruitment and Selection staff continued to assist employees affected by position abolishment to find alternative employment. In addition, they assisted personnel staff in departments to deal with position abolishment by developing seminars on position abolishment as well as an *Employee Handbook on Position Abolishment*.

The Special Placement Program placed increased emphasis on assisting clients to become more marketable in today's competitive labour market which resulted in an increased number of clients obtaining subsequent employment.

Occupational Health and Safety Branch

Occupational Safety Unit

The Occupational Safety Unit provides a resource service to departments in the areas of worksite evaluation, safety education, accident reporting and investigation, and emergency evacuation. In addition, the unit serves as a resource to the Government/A.U.P.E. Occupational Health and Safety Committee.

During 1986, considerable priority was placed on occupational health and safety program evaluation. The program within a number of major departments was evaluated to determine whether it was continuing to meet its stated objectives. The results of the evaluation were positive. Future program evaluation efforts will focus on major government worksites to determine the degree to which departmental programs have been implemented at the local level.

A key strength of the Safety Program continues to be the willingness of management and the Alberta Union of Provincial Employees to work together cooperatively towards improving safety in the workplace. In addition to reporting on program issues such as vehicle operator safety, office lighting, and accident/injury experience, the Government/A.U.P.E. Occupational Health and Safety Committee also addressed the topics of worker wellness, smoking and non-smoking in the workplace, and the development of a handbook for joint worksite health and safety committee members. Departmental and joint worksite health and safety committees also continued to function and advise on policy, program issues, and worksite concerns.

In 1986, the Occupational Safety Unit accepted the responsibility to centrally coordinate a number of operational safety training courses, namely: *Chainsaw Safety, Confined Space Entry, Trenching/Excavation, Explosive Actuated Tools, Hydrogen Sulphide Alert, Self Contained Breathing Apparatus, Small Craft/Water Survival,* and *Laboratory Safety*. At year end, these courses had been collectively offered thirty-one times with six hundred and twenty four employees participating. In addition, other educational programs delivered by the Unit included implementing safety practices, first aid, defensive driving, emergency roadside survival, and joint worksite health and safety committee member training. A module entitled *Introduction to Occupational Health and Safety* was also successfully piloted for personnel administrators and will become a regular offering.

Occupational Hygiene

Occupational Hygiene is concerned with the control of potential environmental health hazards such as toxic vapours, dusts and fumes, noise, micro-organisms, heat stress, and ionizing radiation.

The Occupational Hygiene unit continued to provide service to departments in the areas of worksite surveys, consultation and information sessions. Approximately 100 in-depth worksite surveys were conducted in various government departments. The surveys include an assessment of the worksite environment together with recommendation for action if required.

Chemical Safety Data Sheets for a third set of two hundred "high priority" chemicals used at government worksites were prepared and distributed to departments in 1986. The collection of information from manufacturers concerning chemicals used in the public service continued throughout the year. The chemical safety data sheets include information on health effects, safe handling procedures, storage, first aid, emergency fire and spill procedures.

A number of major hygiene monitoring programs were completed during the year. The included surveys on chemical exposure of workers in spray painting shops, in plants which recycle asphalt, and at dental offices as well as

worker exposure to noise at hunter training camps and in forestry zones. Comprehensive literature searches were completed on subjects such as coal tar pitch and asphalt fumes, fibrous glass, anesthetic gases, lighting and indoor air quality.

The section continued to review proposed plans for ventilation and other occupational hygiene considerations for new and upgraded facilities for projects such as chemical laboratories, welding and repair shops, dental offices, and spray painting booths.

A pilot project on the micro computerization of the chemical safety data system was successfully completed.

Medical Consultant

The Medical Consultant conducts and coordinates the medical aspects of the various Occupational Health and Safety programs and provides overall direction to departments in the area of occupational medicine. Key activities in 1986 included coordination of 148 medical examinations for selected at-risk occupational groups and the convening of 64 employee medical reviews at the request of departments.

Occupational Health Service

The Occupational Health Service provides occupational health programs and services to assist departments in protecting and promoting employee health.

The legislated health screening programs remain top priority, i.e., hearing conservation, pulmonary fibrosis and medical surveillance for exposure to lead. The medical surveillance program for selected pesticide users, now in its second year, is conducted to monitor exposure and for the early detection of any health effects. A new program of rabies awareness and immunization was implemented for employees with high risk of exposure.

At the request of departments, some employee groups were added to the pre-placement and periodic medical examination programs. The Blood Pressure Screening Program was continued and employees who required follow-up care were referred to their own physicians. A Personal Health Assessment pilot project to help individuals identify and reduce personal health risk factors was conducted in selected departments.

The occupational health nurses, in conjunction with managers/supervisors and/or departmental occupational health and safety coordinators, conduct worksite visits to deliver programs, observe work processes and assist in identification of potential health hazards. Consultations on occupational health concerns are provided to department management, occupational health and safety personnel and individual employees.

The health education program includes presentations on the prevention of ill health effects from noise, silica, asbestos, lead and pesticides. Presentations on other occupation-related topics such as back care, eye care and VDT health were provided for selected groups. A new program on office health and safety was introduced. Due to more awareness and demand by departments, lifestyle and general health promotion programs such as prevention of heart disease, healthy lifestyle, health effects of smoking and alcohol and drug abuse, nutrition and weight control were somewhat increased. The distribution of health informational materials on a monthly basis to government worksites was continued.

Health counselling is provided to individual employees with appropriate referrals to community health and related resources. New first aiders are given orientation, ongoing support and in-service education.

Program statistics are included on page 25.

Diagnostic and Referral Service

The Diagnostic and Referral Service assists employees in obtaining treatment for behavioral health problems that impair performance on the job. This effort includes consultation to supervisors and treatment agencies on the rehabilitation of such employees to their optimum level of productivity. During 1986, there were 496 referrals to the program: 433 (87%) of these were first time referrals, whereas 63 (13%) were repeat referrals. Two hundred and forty-one (49%) of the clients came from Edmonton, 126 (25%) from Calgary, and 129 (26%) from other parts of the province.

The Diagnostic and Referral Service assumed additional responsibility in the preventive-educational aspect of behavioral health. In support of this objective, the program provided eleven seminars on stress management, six on other behavioral health topics, and two seminars to supervisors on the management of employees experiencing personal and emotional problems. The Diagnostic and Referral Service has maintained direct clinical and preventive-educational services in Grande Prairie, Peace River, Red Deer, and Lethbridge.

Departmental Services Division

Recruitment and Selection

As well as being responsible for the recruitment and selection program, the branch acts as a "clearing house" for employees undergoing position abolishment. Assistance and consultation to departments is provided in relation to the administration of redeployment and position abolishment.

As in the past year, the branch's activities during 1986 focused on downsizing, position abolishment and facilitating the placement of employees receiving position abolishment notices into comparable positions (redeployment). The branch formed a position abolishment committee who reviewed the existing redeployment procedures and revised the *Position Abolishment Guidebook*. The revised guidebook was issued to assist department personnel staff in dealing with employees affected by position abolishment and in administering the position abolishment and redeployment programs.

Referral of affected employees to comparable positions was facilitated by the computerized inventory and the cooperation of departments in placing affected employees wherever feasible. As a result of the 1986/87 position reductions, 87 employees were served position abolishment notices. Twenty of these employees have been placed in permanent positions, 38 have resigned, retired or refused offers of employment, 12 (six of whom were placed in alternative positions) have had their rights for referral to existing vacancies expire, and 17 retain their rights for referral to available positions.

The branch, in conjunction with other P.A.O. divisions, is developing half-day modules on position abolishment for personnel staff in departments. The modules will deal with the technical aspects of position abolishment and how to counsel employees affected by it.

To assist department personnel staff further, an *Employee Handbook on Position Abolishment* was developed by the Recruitment and Selection Branch in conjunction with the Organization Development Division. The employee handbook answers some typical questions raised by affected employees and informs them about benefits, job search preparation and counselling resources available to them. Another project involved a review of advertising to ensure that media used were effective in generating quality applicants.

Work Experience Program

The Work Experience Program is funded by Alberta Career Development and Employment and is designed to accommodate students enrolled in a recognized course of study. It involves placing them for a definite period of time at a selected work site.

A review of the Work Experience Program as it applies to the Alberta Government as an employer, was undertaken for the 1985/86 school year in order to increase the number of student referrals received from the various schools participating in the program. Departments identified 271 worksites, and a total of 154 student referrals were received which resulted in 143 placements. The program was unable to place 11 students due to lack of available worksites in the occupational area requested.

Special Placement Program

The Special Placement Program provides assistance to individuals who require specialized help to obtain work. Clients include those who are physically, emotionally or mentally disabled and individuals who are over age 45. In 1986, 50 per cent of the clients assisted were either physically or emotionally/mentally disabled.

Clients were provided with an opportunity to acquire skills through work experience projects to aid them in seeking competitive employment. Work experience and one-month assessment projects were established in 23 government departments (four more than 1985). Of those clients who completed work experience projects in 1986, 78 per cent were successful in obtaining subsequent employment with the Alberta Government or elsewhere, ten per cent are employable and seeking employment, one per cent are not interested in obtaining further employment, and 11 per cent are considered not capable of competitive employment. In addition to assessment and work experience projects, 48 placements were made in permanent, wage, project, and temporary positions with the Alberta Government, as illustrated in the chart entitled Special Placement Program Statistics 1986 on page 26 of this report.

Ongoing support was also extended to 48 clients who started work experience projects in the latter part of 1985. The assistance provided included monitoring of job performance, referrals to other employment opportunities with the Alberta Government, or referrals to agencies providing courses in job search techniques. In addition to the numer-

ous general inquiries about the program, 66 interviews were conducted where general assistance and advice regarding employment opportunities and competition procedures was provided to individuals who did not meet the specific mandate of the program or chose not to seek the assistance of the program. These individuals were encouraged to pursue employment through regular channels or to obtain specific training or further education.

Special Placement Program staff continue to foster a greater awareness of the program by participating in training programs for departmental personnel administrators to increase their awareness of the needs and abilities of disabled persons and to identify occupations suitable for these clients. Program staff also took part in the "Positive Attitudes Toward the Handicapped" Showcase sponsored by the Alberta Committee of Consumer Groups of Disabled Persons. A display booth was set up at Kingsway Garden Mall where the showcase was held, and staff from the Special Placement Program were available to distribute information and answer any questions posed by members of the public. The Alberta Epilepsy Association "Symposium '86" was held in November of 1986 at the University of Alberta. A Special Placement Officer delivered a presentation on employment and then participated in a workshop where various related issues were discussed. The Special Placement staff continue to provide information on the type of assistance provided to disabled persons by community agencies.

Organization Development Division

During 1986, organization development consulting services were provided to 12 client departments. Requests for such consulting services ranged from managing the change process to role clarification, goal setting and work planning.

A unique new program entitled Public Management Citation Program was jointly developed by this division and the University of Alberta (Public Administration Studies, Faculty of Extension). The purpose of the program is to provide Alberta public servants with an opportunity to gain formal recognition for key courses taken in-house.

The division continues to offer a wide range of programs advertised through its Calendars of Services. In 1986, 357 courses were offered. These ranged from generic management development courses to women's programs and seminar series for executives, senior managers, professional and managerial women, and the personnel community.

Continued efforts were made to ensure that female employees have an opportunity to realize and achieve their career potential. To facilitate this, expansion of the Career Planning Centre is underway and a Catalogue of Occupations in the Alberta Public Service has been developed as the basis of providing information on the various occupations and career paths.

The Native Program continues to provide direct assistance to line departments on a request for service basis. Departments such as Social Services have taken specific initiatives towards the employment of Native people. A Native Resource Centre has been established to provide ongoing reference materials to departments.

Organization and Staff Development

This branch continued to offer a wide variety of programs in response to sustained demand from departments. The Seminar Series for Management and Executive and Senior Officer II seminars were well received. A number of organization development consulting projects were undertaken in departments ranging from the planning and facilitating of management conferences to the development of a long term management development strategy for one department. As departments undergo reorganization and face the challenges of shrinking resources, the branch is being called upon to assist in the development of plans to enhance productivity and organization effectiveness.

Projects completed in 1986 include:

Western Career Assignment Project
Alberta hosted the second offering of a nine week in-residence training phase of this Federal-Provincial cooperative development program. Two Staff Development Consultants from this division assisted with the design, facilitation and evaluation of this program.

Employee Performance Appraisal System (EPAS)
A government policy related to EPAS was written and distributed to all departments. In addition to the policy statement, a generic performance appraisal training package was developed and piloted with some departments. Training materials are now available to assist department personnel who conduct training in this subject area.

Leader Training Workshop
In July, an intensive leadership enhancement workshop was offered to training personnel administrators and line managers. The objective of the workshop was to enhance the participants' skills as facilitators in the adult education setting and to develop a roster of qualified leaders to present the *Management, Leadership, Motivation* and *Human Resource Management* courses.

New Training Program
In response to identified needs of employees, two new programs were offered as part of the Calendar of Services: *Financial Management in the Alberta Government* and *Team Effectiveness*.

Resource Centre
To assist departments in their training and development efforts, the Organization Development Division's inventory of training and development and organization development consultants was computerized. In addition, the training and development resource materials of all departments were compiled and distributed to all departments. This will assist in locating and sharing films and other teaching aids within government.

Management Seminars
This years' theme for the management seminars was **Transforming Organizations: Trends and Issues**. Executive and Senior Managers were offered four seminars addressing such issues as management of information, managing complex change and how future organization transformations impact on the role of the manager.

Under the topic of **Technological Transitions**, managers were offered two seminars which addressed *Planning for People in the Electronic Office* and *Understanding the Information Age*.

Public Management Citation Program
This unique new program was jointly developed by this

division and the University of Alberta (Public Administration Studies, Faculty of Extension). The program is designed to meet the needs of middle managers and others aspiring to be managers in the Alberta Public Service. It is intended to provide the opportunity for participants to earn a University of Alberta Citation by completing a series of programs offered by this division along with University courses and the completion of a research project.

Personnel Planning and Career Development

The Women's Program

The Women's Program was established in 1977 to "ensure that all groups of people have the same opportunities for employment or career development in the Alberta Public Service by providing measures to assist female employees to achieve their career potential".

During 1986 the program has been involved in a variety of activities:

- Development of a Calendar of Services and Information for the Women's Program, A Catalogue of Occupations in the Alberta Public Service for career planning, and information brochures for management and employees.
- Provision of a number of programs and courses, including:
  - — Courses for professional/technical level employees who plan to advance to supervisory and management positions.
  - — "Entry" skills development programs, including *Dealing with the Public* and *Interpersonal and Organizational Skills for Clerical and Secretarial Staff.*
  - — Personal development programs — *Preparing for the Job Interview, Career Development for Women, the Career Planning Process, Positive Communications - Increasing Your Influence.*
  - — FORUM, a series of seminars/workshops of topical interest to women at supervisory and management levels.
  - — Seminars and workshops to assist Women's Program departmental coordinators in carrying out their functions.
  - — Orientation courses managed by the Personnel Administration Office to train new managers and personnel administrators.
- Monitoring other training and development programs in the Staff Development Training Calendar to ensure that all material equitably meets the needs of all employees.
- Continued expansion of the Resource Centre which is used by Women's Program departmental coordinators and, increasingly, by individual employees wishing to develop further their knowledge and skills.
- Consulting with agencies knowledgeable on issues which affect the workplace, such as the Alberta Human Rights Commission and the Women's Secretariat, and briefing supervisors, managers and executives on the implicit and explicit forms discrimination can take.

Native Careers Program

In keeping with the philosophy of the Personnel Planning and Career Development Unit, that is to provide "equal access to employment, training, promotional and career progression for all Albertans", the Native Careers Program entered into a variety of activities during 1986 to promote the entry and advancement of Native people in the Alberta Public Service:

- Continued involvement with the Interdepartmental Committee on Native Employment composed of representatives from 11 other departments.
- Provision of three two-day courses on cross-cultural awareness for Alberta Government employees.
- Participation in the delivery of several four-day Native Awareness sessions designed especially for front line Social Services' employees.
- Continued assistance in the development of the Native Resource Worker project, a pilot program offering consultation services to social workers dealing with Native clients in Edmonton.
- Provision of ongoing consultation services to Human Resources (Alberta Social Services) in planning for the recruitment of 60 Native people to existing vacancies.
- P.A.O. representation in a five-department committee set up for the purpose of providing 150 developmental positions to Native communities undertaking the transfer of Child Welfare services from department to local administration.
- Provision of ongoing consultation and information services to various Indian Bands and Native organizations.

Special Projects Division

Development of the APIX (Alberta Personnel Information System, Cross Government) system continued during the year with implementation of the following facilities:

- On-line inquiry for both position and employee data.
- On-line direct update to position and employee scratch-pad facilities.
- Departmental data extract facilities.
- Name search access facility.
- A security facility.

There are currently 18 departments which have acquired on-line access to the APIX System. During the next year implementation of a Benefits Profile facility will occur and commencement of the development of the Staffing Function will be undertaken.

The Absent Time Reporting System is being utilized by 28 departments. A number of user requested enhancements have been implemented and more are expected to be complete by April 1, 1987.

Studies to assess the communication practices of the Personnel Administration Office were conducted by an outside consultant. Reports have been prepared and recommendations are currently being assessed.

Southern Alberta Region

The Southern Alberta Regional Office, located in Calgary, provides varied personnel services to line management, departmental personnel offices, employees and the public within the Southern Alberta region. All divisions of the Personnel Administration Office are represented, as well as the Minister's and Public Service Commissioner's Offices, as required.

Providing assistance to departments in administering their downsizing and redeployment activities has continued to be a major focus throughout the past year. This has included interviewing and advising employees who have received notices of position abolishment, identifying suitable vacancies for their placement within the Public Service and interpreting regulations for department personnel offices.

In non-management classification, responsibility for consulting and providing assistance in reorganizations and allocating positions has expanded. Service is now provided to four large departments: Social Services, Community and Occupational Health, Energy, and Forestry, Lands and Wildlife. During the past year audits of positions in the administrative support series have been conducted for all departments throughout the Southern Region. Staff are now participating in a review of the findings to determine whether allocations in a decentralized classification system have been appropriate. Other projects include reviews of class series and pay research as well as class specification and benchmark development. The number of requests for management classification has increased over the past year and officers have provided considerable assistance in departmental reorganizations.

Staff continued to coordinate competitions and chair selection panels as requested by departments. Interviews were also conducted to select candidates for the Personnel Trainee program. As Chairman of the Recruitment Standards Committee, a member of the Regional Office staff was responsible for developing a large number of new or amended recruitment standards which were issued after feedback from departments had been elicited. Assistance was provided in several projects including the review of a revised Position Abolishment Guidebook, an evaluation of monitoring practices, the selection of agencies to provide a Temporary Staff Service and a review of entry level clerical recruitment procedures.

Community contacts have been maintained through visits to educational institutions, including a presentation to economics students at the University of Calgary, participation in salary surveys and consultation with municipalities, agencies and businesses. The Work Experience Program continued to be coordinated through the Regional Office, enabling students to gain valuable on-the-job experience. Efforts to provide service to departmental personnel staff, managers and employees in the region included participation in a Communications Task Force, the coordination of pension seminars as well as presentations to introduce new class specifications and to discuss the Master Agreement and Labour Relations issues.

Statistics

Occupational Health Service Statistics 1986

	Grande Prairie	Edmonton	Red Deer	Calgary	Lethbridge	Total
Preventative Screening Programs						
Audiometric Tests	156	1,181	352	397	180	2,266
Pulmonary Function Tests	45	191	15	92	40	383
Blood Tests – Lead Exposure	17	10	—	7	—	34
Blood Tests – Pesticide Exposure	—	44	15	17	36	112
Blood Pressure	221	3,037	714	526	213	4,711
Personal Health Assessments	—	34	33	3	32	102
Other	—	3	—	—	—	3
Total	439	4,500	1,129	1,042	501	7,611
Medical Examinations Programs						
Preplacement	3	89	—	4	—	96
Periodic	—	43	—	5	4	52
Total	3	132	—	9	4	148
Worksite Visits						
General Visits	83	639	297	287	37	1,343
Health Evaluations	3	17	16	22	10	68
Joint Health Evaluations	5	22	1	7	—	35
Total	91	678	314	316	47	1,446
Health Promotion						
Number of Presentations	48	266	146	94	19	573
Attendance	566	3,794	1,961	1,353	294	7,968
Patient Care						
Occupational Health Nurses	353	238	480	281	264	1,616

Special Placement Program Statistics 1986

New Clients Accepted to the Program:	54
Clients Accepted From Previous Year:	48

Categories of Disadvantaged:	Physically Disabled	26%
	Emotionally/Mentally Disabled	24%
	Over Age 45 Years and Lack Recent Work Experience	11%
	Over Age 45 Years and Re-entering Labour Market after Period of Unemployment	37%
	Over Age 45 Years with Cultural/Language Barrier	2%

Placements:*	Type of Positions:	
	Permanent	2
	Wages	21
	Project	21
	Temporary	4
	Work Experience	55
	Assessment	21

Interviews:	Initial (Clients)	Follow-up (Clients)
	107	194

* These figures do not include disabled persons hired who did not require the assistance of this program.

Staff Development Leave 1986

Department	Course Subsidization	Education Leave
Advanced Education	243	4
Agriculture	745	11
Agricultural Development Corporation	182	0
Attorney General	267	2
Career Development & Employment	354	1
Chief Electoral Office	2	0
Community & Occupational Health	452	1
Consumer & Corporate Affairs	92	0
Culture	110	0
Economic Development & Trade	176	1
Education	127	3
Energy/Forestry Lands & Wildlife	697	5
Environment	571	1
Federal & Intergovernmental Affairs	14	0
Hospitals & Medical Care	390	0
Housing	26	0
Labour	54	2
Municipal Affairs	182	0
Personnel Administration Office	82	0
Public Affairs Bureau	43	1
Public Safety Services	39	0
Public Works, Supply & Services	143	0
Recreation & Parks	214	0
Social Services	Not available	60
Solicitor General	912	1
Tourism	2	0
Treasury	150	0
Transportation	600	2
Utilities	66	0
Totals	**6,935**	**95**

NOTE: An employee who receives financial assistance while on staff development leave may be required to fulfill a return service commitment with the government as set out in the Staff Development Leave Regulations.

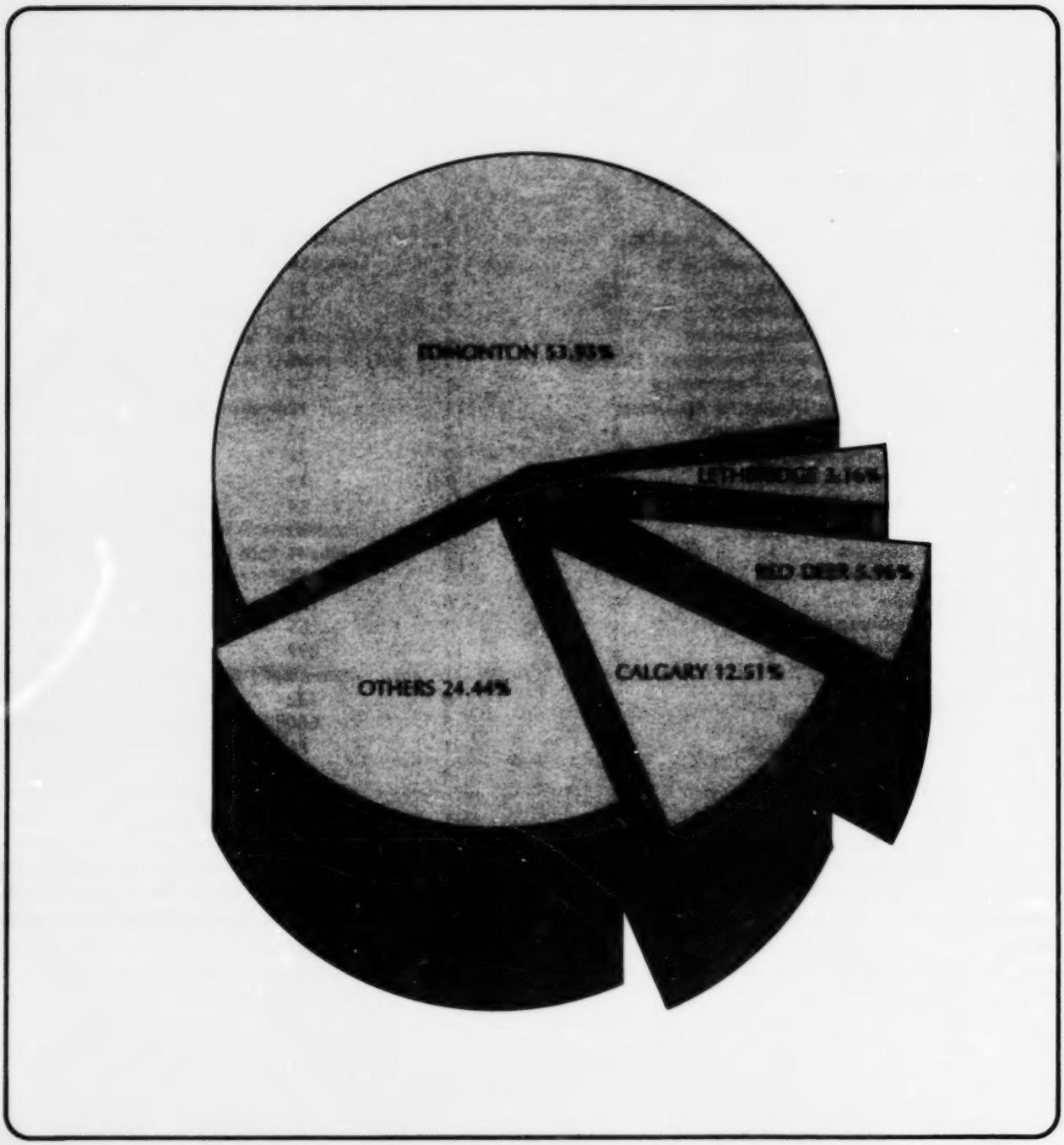
Staff Development Program 1986

Program	Number of Courses	Number of Participants	Days of Duration	Training Days
Advanced Public Speaking	8	70	2	140
Career Development For Women	12	257	3	771
Career Planning Process	4	73	3	219
Consulting Skills I	5	119	5	595
Consulting Skills II	3	78	6	468
Coping With Stress	15	384	2	768
Cross Cultural Awareness	3	59	2	118
Dealing With The Public	12	295	2	590
Defensive Driving	4	88	2	176
Delegated Classification & Compensation	1	13	3	39
Delegated Classification & Compensation	1	11	2	22
Effective Public Speaking	21	233	2	466
Effective Writing Workshop	14	299	3	897
Emergency Roadside Survival Training (1-Day)	2	12	1	12
Emergency Roadside Survival Training (2-Day)	3	47	2	94
Employee Relations	1	23	4	92
Essentials of Situational Leadership	9	153	3	459
Executive Officer Series	1	16	1	16
Executive Officer Series	1	20	2	40
EO/SO II	4	152	1	152
Financial Management	1	27	2	54
First-Aid Training/Standard Conventional	10	238	3	714
First-Aid Training/Standard Multi-Media	1	15	3	45
First-Aid Training/Standard Multi-Media	6	71	2	142
Forum	2	125	1	125
Human Resource Management	7	175	6	1,050
Human Rights Workshop	1	6	1	6
Increasing Your Influence & Effectiveness In Dealing With Others	5	116	3	348
Interpersonal & Organizational Skills For Clerical & Secretarial Staff	19	404	3	1,212
Interpersonal Communication	13	255	3	765
Joint Worksite Health & Safety	2	34	1	34
Logical & Creative Problem Solving	8	187	2	374
Management Classification & Compensation	1	23	2	46
Management Development	10	217	5	1,085
Management, Leadership & Motivation	9	272	6	1,632

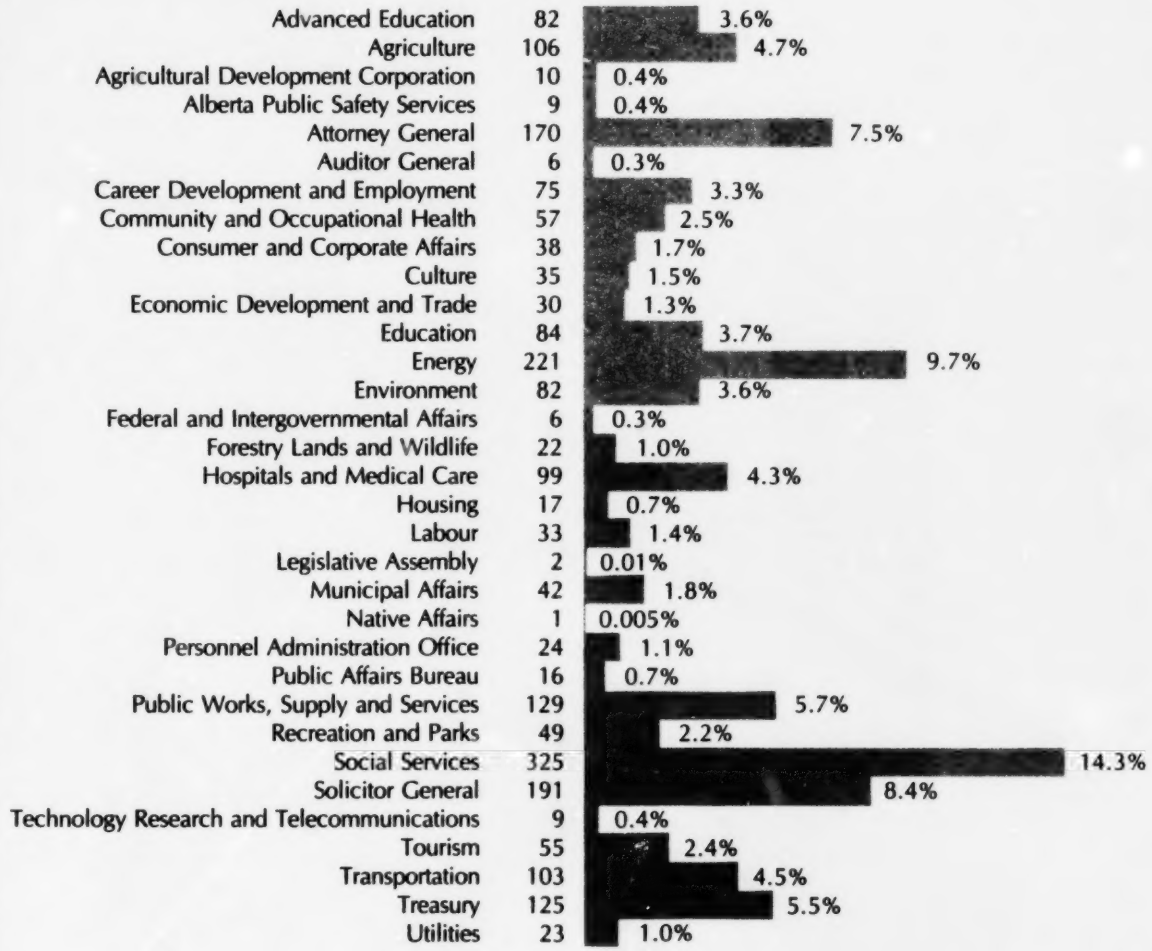
Staff Development Program 1986

Program	Number of Courses	Number of Participants	Days of Duration	Training Days
Managing Conflict	9	207	2	414
Managing The Decision Process	7	125	3	375
Managing The Planning Process	5	90	3	270
Managing The Unsatisfactory Performer	8	180	3	540
Managing Time	16	379	2	758
Meeting Skills	6	120	3	360
KEY MANAGEMENT DEVELOPMENT MODULES:				
Module 1 — Writing Position Descriptions	2	23	1	23
Module 2 — Delegating Responsibility & Authority	1	14	1	14
Module 3 — Setting Performance Expectations	2	35	1	35
Module 4 — Performance Reviews	2	21	1	21
Module 5 — Performance Assessment	1	13	1	13
Module 6 — Implementing Safety Practices	2	15	1	15
Module 7 — Ensuring Training & Development Pays Off	1	10	1	10
Module 8 — Improving Employee Performance	1	14	1	14
Module 9 — Understanding The Master Agreement	1	17	1	17
Module 10 — Taking Disciplinary Action	1	15	1	15
Module 11 — Delegating Responsibility & Authority	2	24	1	24
Module 12 — Problem Solving	1	13	1	13
Module 13 — Decision Making	1	14	1	14
On-The-Job Training Methods	5	89	3	267
Orientation For Managers	2	44	3	132
Personnel Seminar Series	3	96	1	96
Power & Productivity	6	131	3	393
Preparing For the Job Interview	3	65	2	130
Pre-Retirement Planning	12	292	2	584
Recruitment & Selection	1	16	4	64
Report Writing Workshop	6	132	2	264
Seminar Series For Management	5	660	1	660
Senior Officer II	1	86	1	86
Team Effectiveness	4	53	2	106
The Supervisor In The Automating Office: Managing Human Resources	1	18	2	36
Women Entering A Management Role	6	117	4	468
Women Entering A Supervisory Role	11	285	4	1,140
Women Entering A Supervisory Role — Follow-up	4	75	2	150
Totals:	**358**	**8,055**	**159**	**21,287**

Distribution of Salaried Staff by Geographic Location December 31, 1986



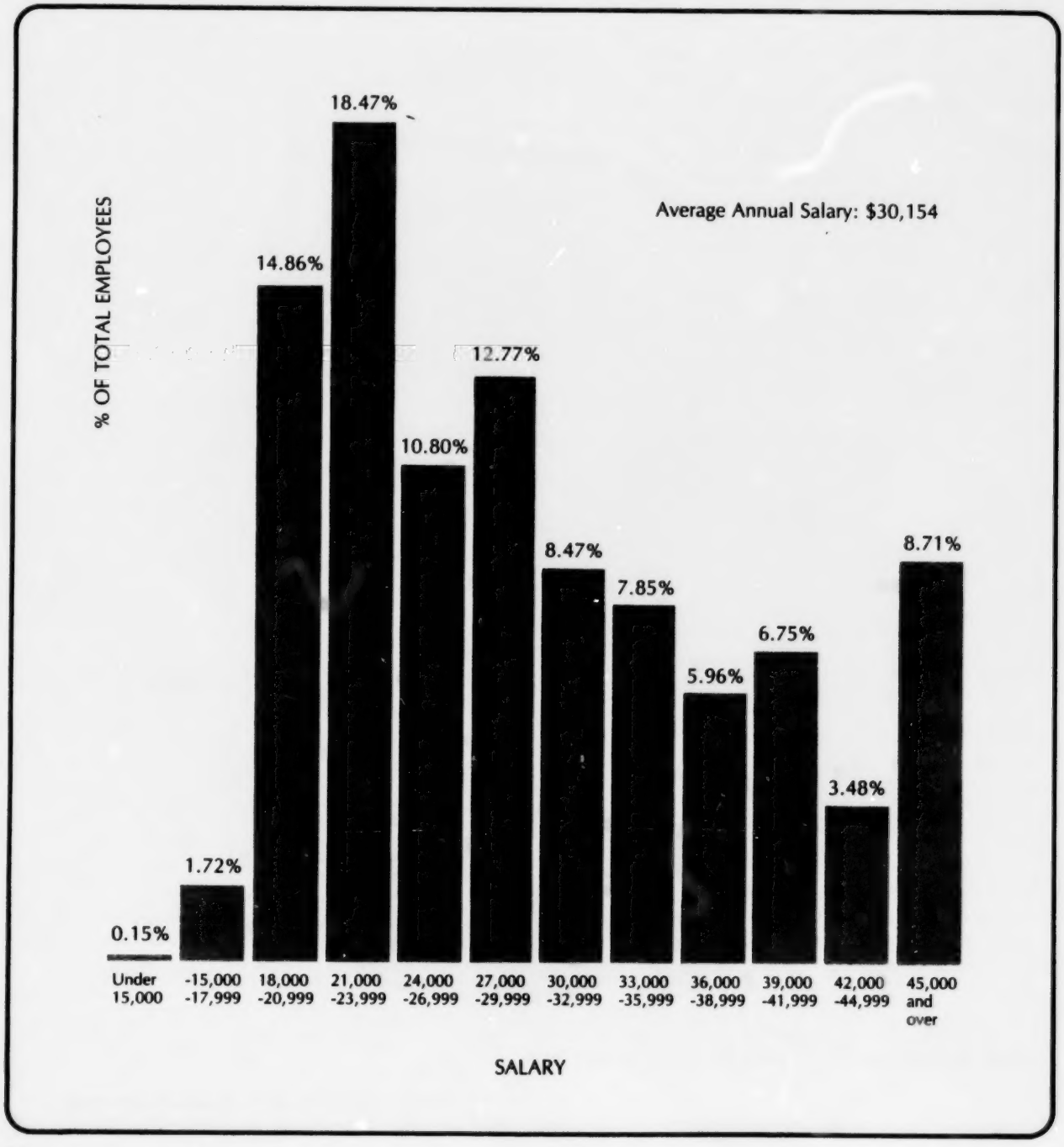
Percentage of Recruitment and Selection Competitions


Advanced Education 82 3.6%
Agriculture 106 4.7%
Agricultural Development Corporation 10 0.4%
Alberta Public Safety Services 9 0.4%
Attorney General 170 7.5%
Auditor General 6 0.3%
Career Development and Employment 75 3.3%
Community and Occupational Health 57 2.5%
Consumer and Corporate Affairs 38 1.7%
Culture 35 1.5%
Economic Development and Trade 30 1.3%
Education 84 3.7%
Energy 221 9.7%
Environment 82 3.6%
Federal and Intergovernmental Affairs 6 0.3%
Forestry Lands and Wildlife 22 1.0%
Hospitals and Medical Care 99 4.3%
Housing 17 0.7%
Labour 33 1.4%
Legislative Assembly 2 0.01%
Municipal Affairs 42 1.8%
Native Affairs 1 0.005%
Personnel Administration Office 24 1.1%
Public Affairs Bureau 16 0.7%
Public Works, Supply and Services 129 5.7%
Recreation and Parks 49 2.2%
Social Services 325 14.3%
Solicitor General 191 8.4%
Technology Research and Telecommunications 9 0.4%
Tourism 55 2.4%
Transportation 103 4.5%
Treasury 125 5.5%
Utilities 23 1.0%
TOTAL 2,276 100%

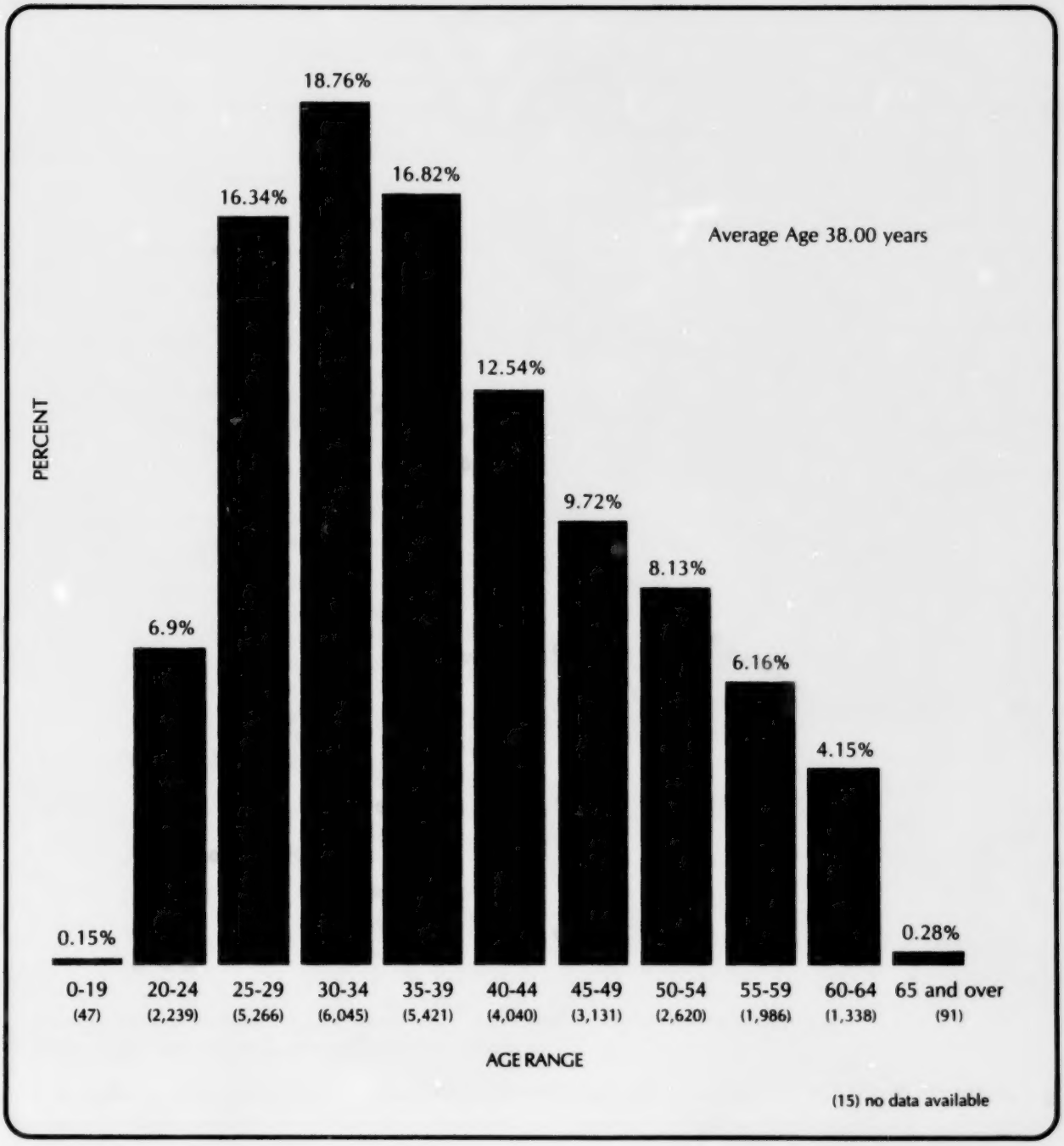
Note: Attorney General includes the Public Utilities Board

CONDUCTED BY DEPARTMENTS IN 1986

Annual Salary Distribution of Permanent Full Time Employees December 31, 1986



Age Distribution of Salaried Employees December 31, 1986



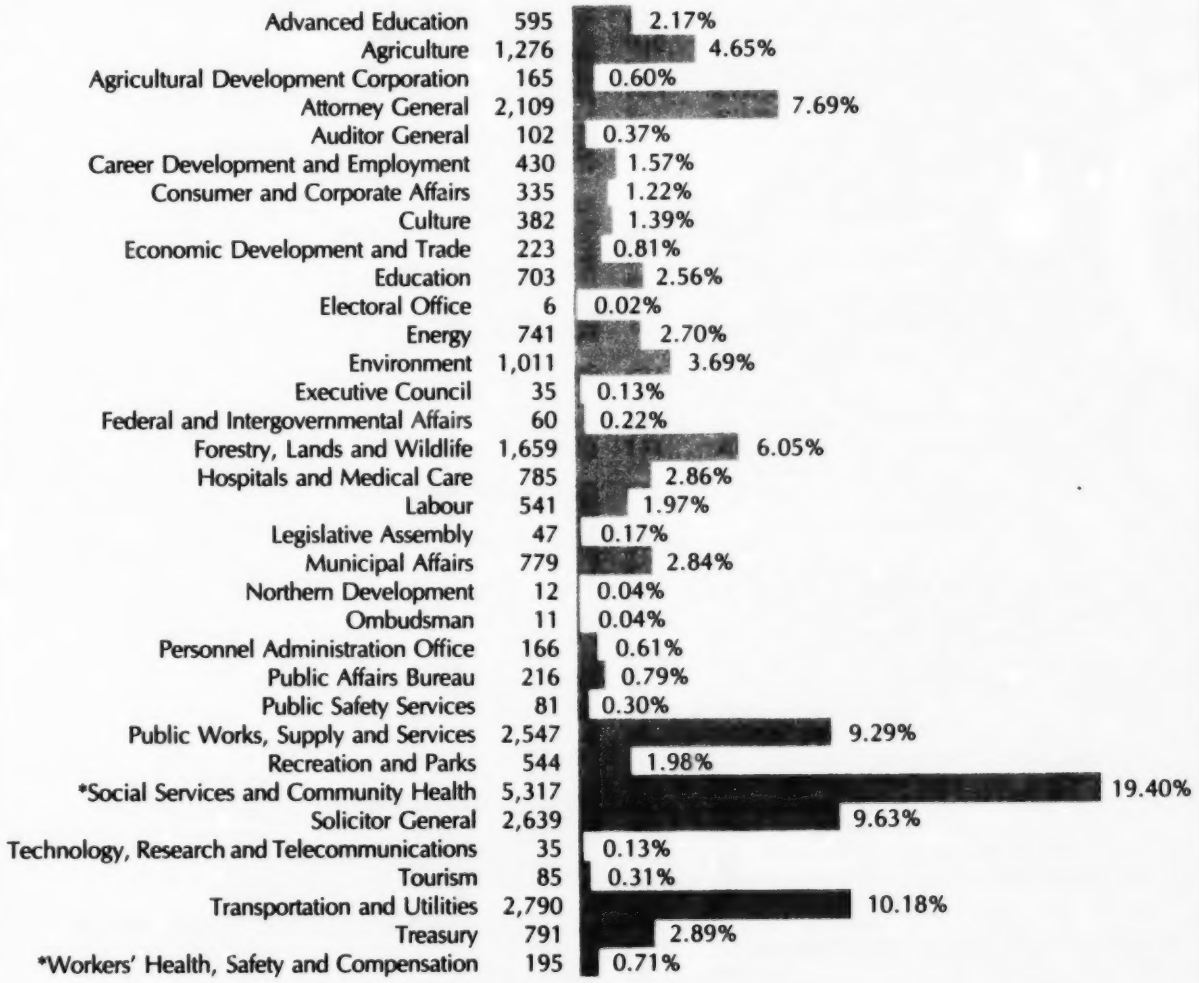
NOTE: Numbers of employees shown in parentheses

Table of Personnel Transactions 1986

Management Position Classifications	Positions Reviewed	1,197
Employee Changes*	Commencements	3,478
	Terminations	3,991
	Internal Transfers	3,890

*Includes all salaried positions.

Distribution of Permanent Full Time Employees December 31, 1986

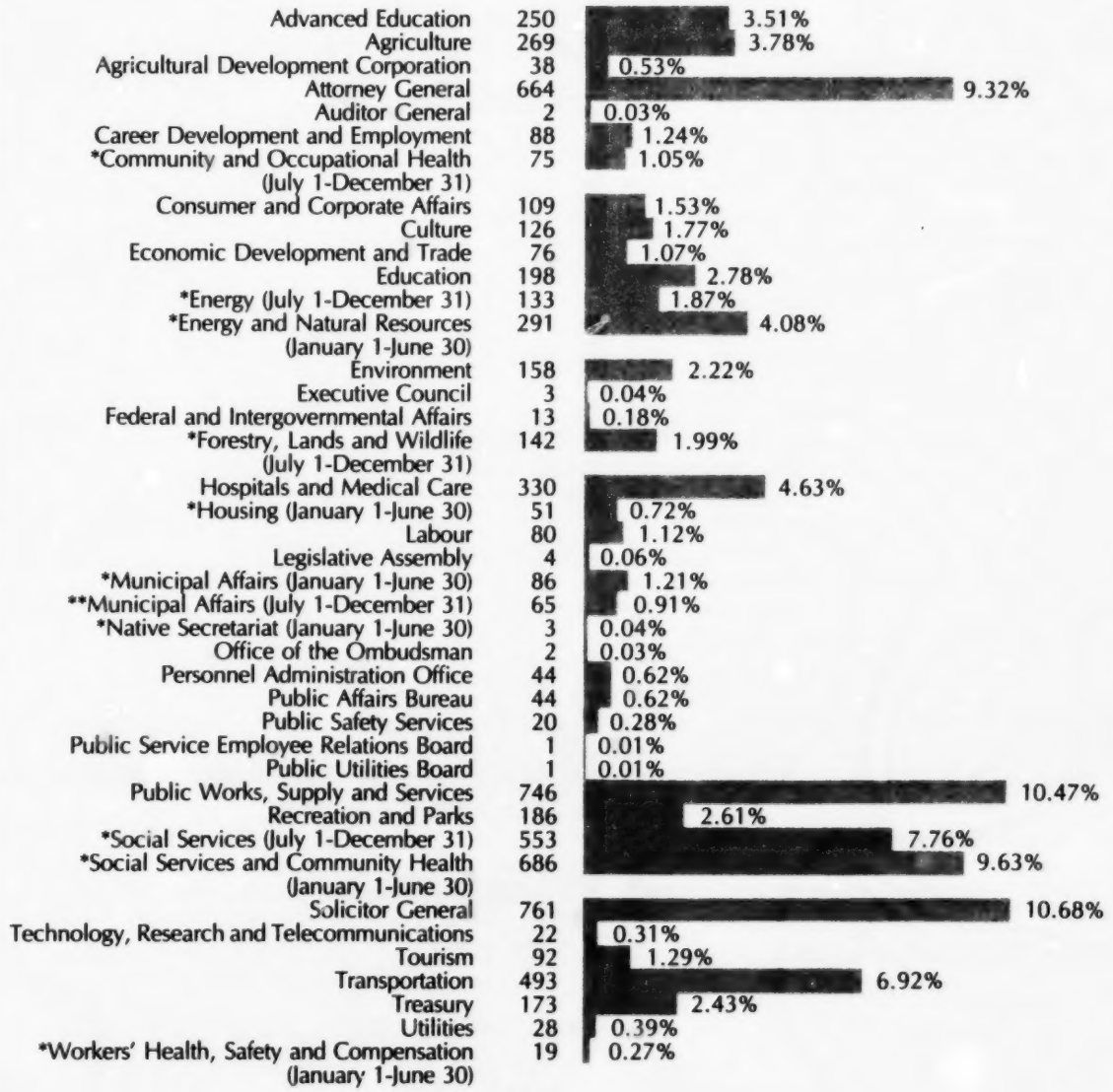

Advanced Education 595 2.17%
Agriculture 1,276 4.65%
Agricultural Development Corporation 165 0.60%
Attorney General 2,109 7.69%
Auditor General 102 0.37%
Career Development and Employment 430 1.57%
Consumer and Corporate Affairs 335 1.22%
Culture 382 1.39%
Economic Development and Trade 223 0.81%
Education 703 2.56%
Electoral Office 6 0.02%
Energy 741 2.70%
Environment 1,011 3.69%
Executive Council 35 0.13%
Federal and Intergovernmental Affairs 60 0.22%
Forestry, Lands and Wildlife 1,659 6.05%
Hospitals and Medical Care 785 2.86%
Labour 541 1.97%
Legislative Assembly 47 0.17%
Municipal Affairs 779 2.84%
Northern Development 12 0.04%
Ombudsman 11 0.04%
Personnel Administration Office 166 0.61%
Public Affairs Bureau 216 0.79%
Public Safety Services 81 0.30%
Public Works, Supply and Services 2,547 9.29%
Recreation and Parks 544 1.98%
*Social Services and Community Health 5,317 19.40%
Solicitor General 2,639 9.63%
Technology, Research and Telecommunications 35 0.13%
Tourism 85 0.31%
Transportation and Utilities 2,790 10.18%
Treasury 791 2.89%
*Workers' Health, Safety and Compensation 195 0.71%

TOTAL 27,413

NOTE:
Attorney General includes Public Utilities Board, Treasury Branches are not included,
Environment includes Environment Council of Alberta.

* Complete numbers arising from the May 1986 Cabinet changes were unavailable for inclusion in this report.

Percentage of Non-Management Classification Transactions


Advanced Education 250 3.51%
Agriculture 269 3.78%
Agricultural Development Corporation 38 0.53%
Attorney General 664 9.32%
Auditor General 2 0.03%
Career Development and Employment 88 1.24%
*Community and Occupational Health 75 1.05%
(July 1-December 31)
Consumer and Corporate Affairs 109 1.53%
Culture 126 1.77%
Economic Development and Trade 76 1.07%
Education 198 2.78%
*Energy (July 1-December 31) 133 1.87%
*Energy and Natural Resources 291 4.08%
(January 1-June 30)
Environment 158 2.22%
Executive Council 3 0.04%
Federal and Intergovernmental Affairs 13 0.18%
*Forestry, Lands and Wildlife 142 1.99%
(July 1-December 31)
Hospitals and Medical Care 330 4.63%
*Housing (January 1-June 30) 51 0.72%
Labour 80 1.12%
Legislative Assembly 4 0.06%
*Municipal Affairs (January 1-June 30) 86 1.21%
**Municipal Affairs (July 1-December 31) 65 0.91%
*Native Secretariat (January 1-June 30) 3 0.04%
Office of the Ombudsman 2 0.03%
Personnel Administration Office 44 0.62%
Public Affairs Bureau 44 0.62%
Public Safety Services 20 0.28%
Public Service Employee Relations Board 1 0.01%
Public Utilities Board 1 0.01%
Public Works, Supply and Services 746 10.47%
Recreation and Parks 186 2.61%
*Social Services (July 1-December 31) 553 7.76%
*Social Services and Community Health 686 9.63%
(January 1-June 30)
Solicitor General 761 10.68%
Technology, Research and Telecommunications 22 0.31%
Tourism 92 1.29%
Transportation 493 6.92%
Treasury 173 2.43%
Utilities 28 0.39%
*Workers' Health, Safety and Compensation 19 0.27%
(January 1-June 30)
TOTAL 7,125

NOTE:
* Restructuring of Government Departments
** Municipal Affairs includes Housing and Native Secretariat

CONDUCTED BY DEPARTMENTS IN 1986